

Record of Decision, EDC and long term lease for Kelly AFB, Texas, signed, sealed and delivered

*by Joyce Frank
Chief, AFBCA External Affairs*

Described as a "Herculean task" by Mr.,Tommy Jordan, the director of privatization for Kelly AFB, Texas, the Disposal and Reuse Record of Decision, the economic development conveyance, and the long term lease for the base were recently accomplished on July 24, 1997.

The signing of the three documents concluded months of hard work and perseverance as the entire Kelly team pulled together to construct the most complex transaction undertaken by the Air Force Base Conversation Agency thus far.

Mr. Patrick McCullough, the senior representative for AFBCA at Kelly, said that this significant accomplishment was possible due to "unprecedented cooperation, communications and coordination among all the key players to include the San Antonio Air Logistics Center at Kelly; the Greater Kelly Development Corporation (GKDC), the local

(Continued on page 7)



Some of the members of the AFBCA Kelly team include (from left to right): Mr. Jack Shipman, Ms. Joan Cornish, Mr. Indar Schabra, Mr. Len Quaglio, Mr. Pete Kolb, Ms. Gloria Garza, Ms. Barbara Klier, Mr. Chuck Meshako.

Indiana, Air Force: base conversion history at Grissom

*by Shirley Curry
AFBCA External Affairs*

Converting a closed military installation to civilian use is no easy task.

However, by working together toward the common goal of job creation and a safe environment, the State of Indiana and the United States Air Force quietly made history this month when they became the first to implement a dynamic law established to assist in economic redevelopment at federal facilities.

One of the major "rules of engagement" in military base conversion has been that base property would not be permanently transferred to new owners until environmental cleanup solutions were actually in place. This solid, precautionary measure assures new landowners that the previous owners, i.e., the military, would provide the

cleanup of the base's environmental problems.

However, getting environmental cleanup solutions in place can take a significant amount of time, which in turn can result in "missed opportunities" for redevelopment. The Air Force, not wanting to stifle reuse efforts, implemented an interim and long term leasing alternative to give communities quicker access and interest in the property. These methods permit reuse on a long-term basis, while environmental cleanup activities are still underway. With more than 215 leases currently at closed Air Force bases throughout the country, all parties concerned —the state and federal regulators, the redevelopers and the Air Force —have met with much success with this system.

But what if a group backing a significant new business venture insisted that they could finance redevelopment efforts only if ownership of the property

by deed could be proven? How would the balance between environmental responsibility and support for redevelopment be reconciled?

Such was the case at Grissom Air Force Base in Peru, Ind. In 1991, Grissom was identified for realignment by the Defense Base Closure and Realignment Commission. In 1994, a portion became an Air Force Reserve base, while the remainder was closed. As part of their redevelopment efforts, the local reuse authority, known as the Grissom Redevelopment Authority, requested and was eventually selected to house a prison at Grissom AFB.

Because the Air Force needed to complete environmental work on the site chosen for the prison, the Air Force anticipated being able to use a long term lease, until the environmental cleanup solutions were finally in place. However, in order for Indiana to get the funding

(Continued on page 3)

DIRECTOR'S MESSAGE

Regional program realignment transition begins

by Albert F. Lowas, Jr.
Acting Director

In the first three weeks of July, our people delivered two transactions which broke new ground and set the pace for base conversion. The Department of Defense's first "early" transfer by deed at Grissom and the Economic Development Conveyance of Kelly are described in this issue of Conversion Connection. Congratulations are in order to the Grissom, Kelly, and Rosslyn teams that made these firsts happen.

While we continue to lead conversion efforts with history making transactions, we looked to the future and decided to realign our program management division to be more responsive to our customers.

August began our transition to regional program management divisions. Ours being an ever changing business, we consistently look for the most effective way to execute our mission. After a thorough review of our configuration and workloads, we concluded the time was right for us to return to a regional concept.

The phased transition began August 1 with a projected completion date of December of this year. This enables the divisions to close out certain projects prior to transferring responsibilities to another division.

Although for some members of our Arlington, Va., staff this means learning new bases, for many it means returning to a base or bases with whom they previously worked. The same applies for our operating locations (OL's) and local

communities. For example, Mr. Ray Hatch once again is the program manager for England and Eaker, while Mr. J.J. Corradetti will be returning to New York as the program manager for Griffiss and Plattsburgh.

A regional organization also permits us to prepare for the implementation of our drawdown strategy and better assist our closing OL's and communities by consolidating resources regionally.

Actually, we have already begun the implementation of our drawdown strategy. As we have experienced staff departures at our OL's we are sharing functional staffs from other bases where the workload has already started to decrease. The regional concept will then allow us to ultimately set up regional offices in each section of the country that will handle the final base conversion activities at the bases within that region, with continued support from the Rosslyn office.

The regions are:

Division A= John Corradetti

Loring AFB, Maine
Pease AFB, N. H.
Griffiss AFB, N.Y.
Plattsburgh AFB, N.Y.
Roslyn, N.Y.
Myrtle Beach AFB, S.C.
Homestead AFB, Fla.

Division B: John Carr

Chanute AFB, Ill.
Gentile AFS, Ohio
Grissom AFB, Ind.
K.I. Sawyer AFB, Mich.



Mr. Albert F. Lowas, Jr.

Newark AFB, Ohio
Richards-Gebaur AFB, Mo.
Rickenbacker ANGB, Ohio
Wurtsmith AFB, Mich.

Division C: Ray Hatch

Bergstrom AFB, Texas
Carswell AFB, Texas
Eaker AFB, Ark.
England AFB, La.
Kelly AFB, Texas
Lowry AFB, Colo.
Reese AFB, Texas
Williams AFB, Ariz.

Division D: Dale Jackson

Castle AFB, Calif.
George AFB, Calif.
March AFB, Calif.
Mather AFB, Calif.
McClellan AFB, Calif.
Norton AFB, Calif.
Onizuka AS, Calif.
Ontario AGS, Calif.

Once again, I know I can count on all of you to make this transition successful. While I know this can create an element of disruption, I also know that flexibility is our middle name and your dedication to base conversion and customer service will ensure our programs stay on track.



Conversion Connection is an official, non-directive departmental publication. Its purpose is to educate, inform, motivate and update AFBCA employees on policies, programs, plans and news of the base conversion process and related activities. The views and opinions expressed in the periodical are those of the individual author, and not necessarily those of the Department of the Air Force or of the AFBCA.

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New law implemented for the first time

(Continued from page 1)

they wanted at a reduced bond rate, they had to own the property. They could not just lease it.

Concurrently, an amendment to an existing law was passed that stated under certain circumstances the requirement for having cleanup solutions in place on federal facilities can be deferred by the governor of the state until after property is actually transferred to the new landowners. The amendment, referred to as an "early transfer authority," was made to the laws which govern cleanup at federal installations. Commonly known as "Superfund," its formal name is the Comprehensive Environmental Response, Compensation, and Liability Act (called "CERCLA").

Using the new authority appeared to be a win-win situation: ownership, instead of a long-term lease, would better meet the state's requirements by allowing them to obtain a reduced bond rate and save projected expenses, and the Air Force could remove the property from its books while facilitating reuse. But, the big challenge was meeting the state's requirement to begin construction in July 1997!

Looking forward to reaping the fruits of this venture, the Honorable Frank O'Bannon, governor of Indiana, said, "The result will be hundreds of good, new jobs. At the same time the State of Indiana will be able to meet a pressing public-safety need as well as its environmental concerns for this property."

"This represents one of the first instances of applying a legal amendment to Superfund law that will allow the transfer of contaminated federal property with the concurrence of the governor prior to the completion of cleanup while cleanup initiatives proceed," said Ms. Pat Rivers, Office of the Deputy Under Secretary of Defense for Environmental Security.

At a recent National Association for Installation Developers conference, Ms. Sherry Wasserman Goodman, Deputy Under Secretary of Defense for Environmental Security, acknowledged the Grissom early transfer as an example of DoD working with the communities to promote the early reuse of base closure property.

In order to gain the approval and concurrence of all the decision-makers, broad intra-governmental coordination



BRAC environmental coordinator Ms. Marlene Seneca and site manager Mr. Lee "Stoney" Stonestreet were two of the many contributors to the "early" transfer success at Grissom.

was required between the legal, correction, environmental and building commission staffs of several federal and state agencies.

These agencies include various Indiana state departments and their contractors, the Air Force at three locations, Department of Defense, Army Corps of Engineers and the Environmental Protection Agency.

"What made this so unique is that the amendment told us we could do it, but it didn't tell us *how* to do it," said Derry Fivehouse, chief counsel for the Air Force Base Conversion Agency. "With little guidance on early transfers, there were unknowns and potential delays associated with this new process," he continued.

"On-going discussion and weekly conference calls with all the parties ultimately produced a basic agreement on how we would produce the necessary environmental and other transfer-related documents, in time to meet the state's July 1 deadline," said Lee Stonestreet, Grissom AFB site manager.

The agreement became the roadmap for integrating all environmental, legal and construction requirements, regulatory coordination, budgeting assurances and deed restrictions. The effort was spearheaded by the Grissom AFB BRAC Clean-up Team, made up of representatives from the Air Force, and federal and state regulatory agencies.

The "early transfer" package was submitted to Governor O'Bannon for approval, and the entire process

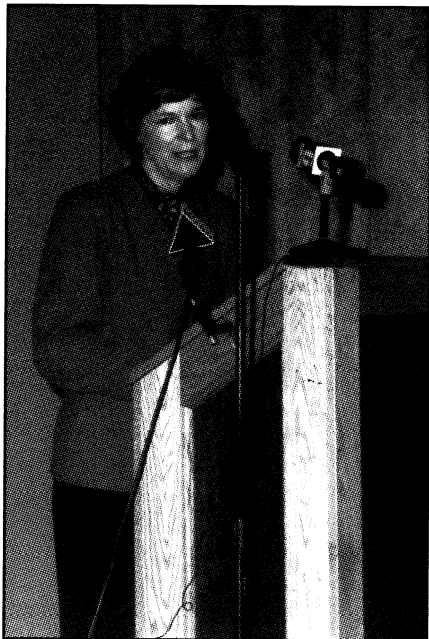
culminated on July 1 when the "early transfer" deed was "signed, sealed and delivered," and the State of Indiana became the beneficiary of the Air Force's first "early transfer."

The governor's approval was based on the Air Force's demonstration that there is no risk to human health or the environment. According to Marlene Seneca, Grissom BRAC environmental coordinator, "Generally, the property is in good environmental condition."

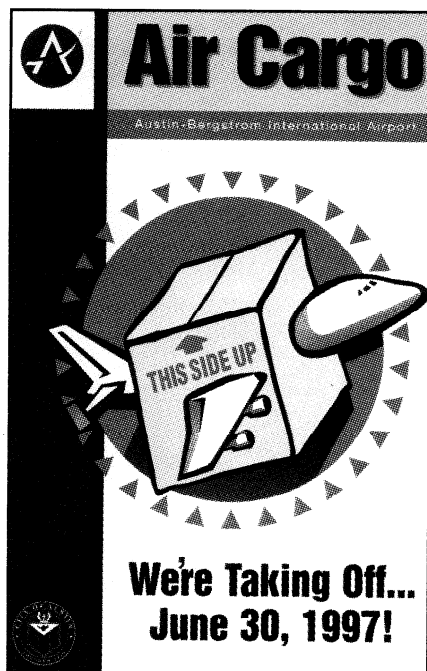
The Air Force will continue to clean up a munitions burn/burial area, a small arms firing range and integrate into the basewide cleanup program any other environmental concerns that were identified. With Environmental Protection Agency concurrence, the Air Force anticipates having all environmental solutions in place by the end of 1998.

The governor summed it all up. "When the military pulls out of an installation, it's always a blow to the area's economy. But the Air Force worked quickly and responsively with state and local officials to help us turn an economic lemon into lemonade."

"One of the keys to success was the synergy between all the stakeholders who were committed to making this work," said Dale O. Jackson, AFBCA program manager. This was a total team effort, with everybody pulling together, otherwise it couldn't have been done."



Governor J'eanne Shaheen of New Hampshire greeted the more than 150 guests who attended the transfer signing ceremony at the Pease International Tradeport.



City of Austin proudly announced the launching of their Air Cargo Operations at the new Austin-Bergstrom International Airport (ABIA). Passenger service should be available by 1999.

June: a month of celebrations for AFBCA com

*By M.J. Jadick
AFBCA External Affairs*

June is traditionally a month of celebrations. Weddings, high school and college graduations, Father's Day, the end of the school year and the beginning of summer.

June held that same kind of meaning for the Air Force Base Conversion Agency, as communities at three closed bases decided to celebrated the accomplishment of significant milestones in their redevelopment efforts.

"It is especially rewarding for us to go to bases and not recognize the place any more because of all the construction and redevelopment that has taken place," said Ms. Joyce Frank, acting deputy director for the agency.

Like proud parents, the communities and local redevelopment authorities surrounding Bergstrom AFB, Texas; Castle AFB, Calif.; and Pease AFB, N.H.; held ceremonies, complete with VIP's, speeches, balloons, mementos, and refreshments, to recognize their notable achievements.

In Austin, Texas, what was once known as Bergstrom AFB is now the Austin-Bergstrom International Airport (ABIA). On June 26, air cargo operations began at ABIA with an historic first flight by Federal Express

and five other cargo carriers, followed by a ribbon cutting ceremony at the new air cargo facilities.

An especially touching moment for the Air Force was when both the city's former mayor, Bruce Todd, and current mayor, Kirk Watson, recognized the Honorable Rodney A. Coleman, the Assistant Secretary of the Air Force, for keeping his promise made three years prior, to be in Austin to share in the joy of seeing their vision successfully implemented.

For the communities of Atwater and Merced, Calif., the grand opening of Pacific Telesis Customer Care Center at Castle on June 27, was a great reason to throw a party.

The telecommunications giant has become the anchor for the base's redevelopment, bringing 401 jobs to date, with another 278 jobs to be hired by the end of the summer. According to local press reports, Pacific Telesis will have a \$30 to \$40 million impact on the local community.

Mr. Jimmy Dishner, Deputy Assistant Secretary of the Air Force for Installations, and Mr. John J. Corradetti, Jr., Division B program manager, were on hand to enjoy the festivities.

"It was great to be back in California and witness this extensive kind of



Mr. Coleman (fourth from right), joins Austin dignitaries to cut the ribbon at the Austin-Bergstrom International Airport ceremony.

munities across the country

progress in such a short period of time," said Mr. Dishner.

Last, but certainly not least: Pease AFB, N.H. When the flag was lowered on March 31, 1991, Pease became the first Air Force base to actually close under BRAC. Six years, two months

and 27 days later, on June 27, the Air Force transferred the last significant portion of property, 1400 acres, to the Pease Development Authority to be used for aviation related development.

Being "the first" put Pease in the spotlight repeatedly. Prior to the

signing portion of the ceremony, Mr. Coleman praised the program at Pease for setting the highest standards for others to follow and recognizing the community for meeting the challenge from the very beginning.

"One of the first lessons you learned was the need for immediate community involvement. And you performed this one to perfection. You never hesitated to begin the monumental task of planning for the future of these fine facilities. The local community and the state stepped right up to the challenge and began the arduous process of base conversion. You did it right."

With more than 1800 new jobs and over 40 tenants the Pease International Tradeport is one of the most successful conversions to date. However, because there were several differences of opinion as the type of conveyance method to be used, this particular transfer signified how everyone involved grew throughout the conversion process.

"Pease is a success story because federal, state, and local officials had a common goal – the conversion of Pease AFB to civilian reuse," said Dick Jones, the former base site manager, in an interview prior to his retirement, on July 3, 1997.

"The parties concerned did it the New Hampshire way, i.e. hold the honest debate, listen to the concerns of others, and build consensus to move onwards. Responsible people made responsible decisions, pulled together once again, and continued to move successfully forward towards their common goal."

Regardless how it's done —the New Hampshire way, the California way, or the Texas way – working with our community and regulatory partners is the way that we successfully complete the mission that's stated in our name: Air Force Base *Conversion* Agency.

As for when the celebrations are held; well, there are 12 months in a year. Nothing says you have to wait until June of 1998 to celebrate success.



In less than 75 days, the base commissary was transformed into the Pacific Telesis Customer Care Center.



Ms. Melanie Fannin, regional president at Pacific Telesis' Sacramento office (center), cuts the ribbon marking the grand opening of the Pacific Telesis Customer Care Center at the former Castle APB, Calif. The facility is expected to employ over 600 jobs by the year's end.

TAV's look at overall cleanup, reuse strategies

by M.J. Jadick
AFBCA External Affairs

In the hustle and bustle of providing environmental cleanup up and supporting local redevelopment efforts at more than 30 closed or realigned bases around the country, the opportunity to step back and provide long range planning and lessons learned can be easily shoved to the back burner. A nice thing to have, when you can find the time.

However, the Air Force Base Conversion Agency's Environmental Division has formed a team of experts to prepare some long range recipes on the front burner for the operating locations. Conducting technical assistance visits, or TAV's, this team has begun "cooking" at a few bases to include Richards-Gebaur, Castle and Eaker.

TAV's concentrate on the overall cleanup and reuse strategies and look at what it will take to get to the end of the environmental program — to actually close out a site after the long term monitoring. Additionally, the TAV will establish a uniform method to compile the environmental data for use by both the BEC and the environmental coordinators at Rosslyn in the hopes of reducing the number of time consuming data calls by providing data to all levels in a uniform format.

Other goals of TAV's are:

- 0 Improve program execution
- 0 Reduce long term monitoring costs by 25%
- 0 Identify and facilitate the preparation of findings of suitability to lease and/or findings of suitability to transfer for 90% of all parcels of property identified by 1999
- 0 Cross-feed lessons learned and success stories

"The TAV efforts are both immediate and long range. They provide valuable feedback regarding current schedules for meeting our last remedy in place dates," said Mr. John E.B. Smith, chief, Environmental Division. "Our efforts include identifying any snags that may prevent last remedy in place and provide the appropriate resources necessary to stay on schedule."

According to Mario Ierardi, the AFBCA TAV coordinator, this is not another — "We're from Washington and we're here to help" — scenario.

And Mr. Gary Reeves, the site manager at the Richards-Gebaur operating location, agrees. "This is the first time in my 40 years with the government, that I have seen a team so willing to really pitch in and help. Our BEC (Mr. Robert Lodato) and others provided various documents, products, and/or the location of such, and the TAV rolled up their sleeves and started right to work."

Mr. Ierardi notes that the TAV process was designed to address many areas of improvement that BRAC environmental coordinators (BEC's) have wanted to make to the peer review process. The peer review process involves an independent panel of technical experts who evaluate the planned remedial action to determine if the most efficient and cost effective technology is being used to clean up sites. The peer review process has saved the Air

Force more than \$98 million dollars in environmental cleanup costs from 1995 through early 1997.

Dr. William L. Harris, a civil engineer consultant and TAV team member, stated the TAV process provides a technical review of the facilities program from the perspective of the overall strategy. "There are many technical paths one can take to get to the end of a program and the TAV is trying to ensure the path the facility is on goes to the end and is as cost effective as possible."

As the former BEC at Williams AFB, Ariz., Dr. Harris expressed concern for the retention of the corporate knowledge for closure bases. He feels there are two choices: one, retain every individual that has knowledge of the decisions on the environmental program or two, ensure retention of the knowledge in the form of data bases and program files.

"Since retaining the individuals is impossible, the goal of the TAV is to help ensure the data bases are available to help future decision makers understand the current status and the previous environmental actions that have been taken at the facilities."

This is an area of concern as well for Mr. Smith. "We must provide the regulatory and military agencies with the most accurate documentation of our work. Some of our sites will actually be closed out by people who have yet to be born."

The TAV design team was formed and met in January 1997, and after refining some trial runs, they deployed a team to perform TAV's in May.

A total of eight installations will participate in the TAV process by the end of fiscal year 1997, with an additional 12 installations planned for fiscal year 1998. According to Mr. Ierardi, a lot of the credit for deploying the process so quickly goes to the dedication, innovation and hard work of some very experienced BEC's. He specifically sites the efforts of: Mr. Dave Strange, Loring AFB, Maine; Mr. Art Ditto, Pease AFB, N.H.; Mr. Tom Bartol, formerly at Norton AFB, Calif., now at Homestead AFB, Fla.; Mr. Jerry Branum, Eaker AFB, Ark.; and Dr. Bill Harris.

Dr. Harris noted that the TAV process is very dynamic and the lessons learned at each installation are being incorporated into future visits. "The staff at the facilities have so much to offer in the lessons learned arena, it is critical for the TAV team to take time to capture and disseminate these lessons. I have yet to go to a facility and not learn something that is extremely useful for the TAV process."

Mr. Reeves summed it up very well. "I found the TAV experience to be most rewarding. It will be of great benefit to the agency in truly evaluating their overall program. Most importantly, the TAV members recognize the limitations and workloads that exist at the OL's. The TAV reconfirmed my expectations about when things were to happen, not any unrealistic dates when others wanted things to happen. The bottom line is this is a reality check for both the program manager and the site manager. Hopefully others will have the same beneficial experience that we have at R-G."

Kelly ROD, EDC and lease signed

(Continued from page 1)

redevelopment authority; and the Air Force Base Conversion Agency, both at Kelly and Rosslyn, Va.

The ROD, signed by Mr. Rodney A. Coleman, Assistant Secretary of the Air Force for Manpower, Reserve Affairs, Installation, and Environment, calls for 1,876 acres to be conveyed to the GKDC under an EDC and for three acres to be conveyed in support of homeless assistance.

In anticipation of executing the decision document, the Air Force and GKDC negotiated for the sale of much of the real and personal property east of the Kelly runway. The long term lease, also signed, calls for a phased transition of the property over the next four years, as Kelly operations phase out and the GKDC implements its reuse plan.

The milestones for accomplishing this were ambitious from the beginning. Mr. Jordan; Mr. Paul Roberson, the executive director of the GKDC; along with Mr. McCullough, put together a timetable and task chart in July 1996, just months after the realignment decision was made.

"We knew we had our work cut out for us," said Mr. McCullough. "But I also knew that the effort was achievable if we remained focused on the task at hand. The President directed us to maintain certain job levels at Kelly. To accomplish that, we had to accelerate many parts of the conversion process. The EDC, for example, was signed four years before closure. Additionally, we implemented a

cooperative agreement in April 1997. Again, four years before closure. Using a core of people experienced in the BRAC process together with experts in the ALC mission, the base facilities and the community helped to keep all interest represented."

In order to meet these milestones in such a short period of time, a new approach was used at Kelly, according to Mr. McCullough. "A common data base was built to eliminate duplicative efforts for the gathering of information needed in such documents as the environmental baseline survey, the environmental impact statement and various redevelopment planning contracts. Time and money was saved as a result of having all the parties using the same data base."

The conclusion of the EDC deal in particular allows GKDC to have the tools it needs to move ahead and make real deals and commitments with future property reusers.

"We're in the conversion business and we created a product to facilitate reuse for Kelly," said Mr. Albert F. Lowas, Jr., acting director of AFBCA. "I'm proud of our people and can't say enough about the Kelly/Rosslyn team effort that went into this."

But this is just a beginning. The complexity of the property transfer will continue to require a monumental effort on the part of the Air Force and the community. As Mr. Jordan said when looking at what lies ahead, "We poured the concrete for the foundation, we can now start adding the bricks."

Happy Retirement, Major Caretti!

It is the end of an era within the Air Force Base Conversion Agency. With his decision to take advantage of an early retirement after 15 years of service, Maj. Tim Caretti becomes the last active duty Air Force member to serve with the Air Force Base Conversion Agency. While assigned to the agency, he served as an environmental program manager, tracking the obligation and execution of more than \$660 million in environmental projects. As a lead division environmental engineer for Division B, Major Caretti worked a wide variety of issues in audits, contracting, finance, and environmental areas, and was directly responsible for the oversight of the environmental programs at eight closed installations.



Following his formal retirement ceremony, Maj. Tim Caretti (right) joined his boss, Mr. John J. Corradetti, Jr., Division B program manager, for a photo opportunity.



At his farewell luncheon, Major Caretti was presented with a memento for his "I love me" wall from his friends in the Financial Management Division. From left to right: Mrs. Cortina Barnes, Ms. Anne Russell; and Ms. Donna Brown.

Richard A. Jones, AFBCA's first site manager, retires

By M.J. Jadick
AFBCA External Affairs

His boss calls him the "AFBCA proto-type site manager" and "a pioneer."

The Assistant Secretary of the Air Force for Manpower, Reserve Affairs, Installations and Environment calls him "an icon" and "the guru" of base conversion.

He simply refers to himself as the dinosaur.

His real name is Richard A. Jones; Dick, to his family and friends.

Dick was the first site manager hired by the newly created Air Force Base Conversion Agency, to oversee the conversion of the first Air Force base to be closed by the Base Closure and Realignment Commission —Pease AFB, N.H.

Six years later, after witnessing the transfer of the last significant parcel of base property to the Pease Development Authority (PDA), the man, regarded by people throughout the Department of Defense as a true expert in the area of military base conversion, retired from federal service.

When Dick came to AFBCA in 1991, the leadership knew they were getting a good guy. Dick was the recipient of several awards to include Strategic Air Command's Civil Engineer of the Year and the Air Force Association's Civilian of the Year, just to name a few.

And Dick was a respected fixture at Pease, providing the much needed "Pease" corporate knowledge. He started his civil service career there in 1962, as a base-level engineer. Twenty-nine years later, he was the base civil engineer at Pease, with oversight and responsibility for all engineering functions.

However, with Dick, the agency had found not only an effective engineer, but a leader, a statesman, a diplomat, a trailblazer, a risk taker, and a facilitator. Dick, along with his dedicated AFBCA operating location staff known as the "A-team," would help the community not only realize their primary vision of becoming an international tradeport, but their

secondary goal of helping to revitalize the New England economy.

"From the very beginning, Dick was dedicated to maintaining a responsible balance between the needs of the local community and the financial needs of the Air Force and the Department of Defense," stated Mr. John J. Corradetti, Jr., program manager for Division B and Dick's boss. "It was Dick's dynamic leadership, innovative thinking, and

together once again, and continued to move successfully forward towards their common goal."

As the local community prepared to accept the last significant piece of property, they too recognized Dick's role in the conversion from former bomber base to a thriving international tradeport.

PDA chairman William Bartlett commended Dick for his ability to remain neutral and work with all the community groups interested in the redevelopment of the base. Dick "did" very well in keeping us calm and on track."

PDA executive director George Meyer presented Dick with a memento, a large framed photo of Pease. "We appreciate that you didn't bug out on us before the transfer."

During the actual transfer ceremony, the Honorable Rodney A. Coleman, Assistant Secretary of the Air Force for Manpower, Reserve Affairs, Installations and Environment requested a moment to recognize Dick and personally thank him for his contribution to the base conversion process.

"Dick, I guess you feel you have seen the project through. Well you are right about that and you have done it in style. Please accept my personal thanks for a job well done

Then, Mr. Coleman

surprised Dick by asking the site manager to join him on stage. With an audience that included Governor Jeanne Shaheen of New Hampshire, newspaper reporters, TV camera crews and about 150 guests, Dick received an Outstanding Civilian Career Service Award for his 35 years of federal service from Mr. Coleman.

In his classic style, Dick didn't miss a beat. He simply asked his "A-team" to rise, gave them all the credit, and accepted the award on their behalf.

So what's next for the icon, the guru, the pioneer of base conversion?

He'll be spending time with people who call him Husband, Dad and Grandpa. He may try to get his golf swing back and work his tree farm in Vermont. And he's going to help someone else realize their vision: his son is building a new home and Dick's been asked to lend a hand. No doubt, it will be a successful venture.



"The A Team"

The Pease OL staff joined Mr. Dick Jones and some special visitors to show off one of the many mementos he received. From left to right: Ms. Andrea Ziemian, Division B real estate specialist; Mr. Jim Winder, environmental specialist; Ms. Carol Ogilvie, secretary; Mr. Jones; Assistant Secretary of the Air Force Rodney A. Coleman; Ms. Joyce Frank, AFBCA acting deputy director; Mr. Art Ditto, BRAC environmental coordinator; and Mr. Jay Flagg, environmental engineer.

commitment to excellence which served as the foundation for the Pease success story."

Although Dick may have provided the foundation for the Pease conversion, he has always given credit to all the team players involved in the process.

"Pease is a success story because federal, state, and local officials had a common goal - the conversion of Pease AFB to civilian reuse," Dick said. "Base conversion requires huge resources, and in the case of Pease, all the players brought something to the table."

He also acknowledged that it wasn't always easy. "Conversely, were there differences of opinion along the way? Certainly, but the parties concerned did it the New Hampshire way, i.e. hold the honest debate, listen to the concerns of others, and build consensus to move onward. Responsible people made responsible decisions, pulled